

6 December 1968

TO ALL MEMBERS OF THE OFFICE OF PERSONNEL

SUBJECT: A Look at Ourselves

As we all know, the Agency is limited in size--further growth in numbers is most unlikely. At the same time, we in Personnel--partly through our own development of new programs or services--have increasing responsibilities and work loads. In such circumstances it is only wise that we have a critical look at what we do, why and how. Can we identify out-of-date or cumbersome procedures; records we no longer need to keep; functions that are no longer needed or are duplicated somewhere else; organizational structures or relationships which are awkward? Does each of us know exactly what we are supposed to be doing and why we are doing it? Anything--internal or external--that we should be but are not doing?

I am a great believer in asking the person doing the work what he thinks about it. I could ask each of you to write me an individual memorandum, but that would mean an awful lot of papers, and I know also that I don't always enjoy committing myself in writing and you probably feel the same way. I think, too, that there is value in group effort--in talking things out. What I propose is to ask you within your Branches and Divisions to get together, talk about your own jobs and functions and send forward your collective ideas. So that you will feel free to be frank and candid, those of you in a single Branch should meet without your Chief--just as he and his fellow Branch Chiefs will meet without their Division Chiefs, and so on.

This will all take some organization and further explanation so I am sending this to you through the respective Deputy Directors of Personnel and their Division Chiefs. This memorandum will be discussed at each step along the way and suggestions made on setting up the meetings and reporting the results.

Although it probably is obvious, I want everybody in the Office to have a chance to contribute to this review of our operations. I think much good can come of it. I have discussed this with my staff-

If at any point along the way there is any question about what I have in mind, don't hesitate to ask for an explanation. Please call me or come in to see me personally.

Robert S. Wattles
Director of Personnel